



“The Victorian Port City”

Cooperation, Collaboration and Consolidation Plan



December, 2011



Cooperation, Collaboration & Consolidation Plan

Table of Contents

Introduction.....	3
Plan(s) to Increase Level of Cooperation, Collaboration and Consolidation	4
Previous Service Cooperation, Collaboration and Consolidation Efforts	5
Police.....	6
Fire\EMS.....	8
Public Works\Utilities.....	10
Parks & Recreation	12
Administration	13
Economic Development.....	15

Cooperation, Collaboration & Consolidation Plan

Introduction

Welcome to the City of Manistee *Cooperation, Collaboration and Consolidation Plan*. As part of Governor Snyder's and the Legislature's initiative to reform local government and revamp statutory state revenue sharing, communities are required to produce this document in order to receive this State funding.

Beyond the statutory requirement, these documents will be useful to assist citizens in understanding the City's past and planned efforts in these areas.

The statute; Public Act 63 of 2011, specifically states:

Category 2, consolidation of services, requires each eligible city, village, or township to certify that by January 1, 2012, it has a plan with 1 or more proposals to increase its existing level of cooperation, collaboration, and consolidation, either within the jurisdiction or with other jurisdictions.

A plan shall include a listing of any previous services consolidated with the cost savings realized from each consolidation and an estimate of the potential savings for any new service consolidations being planned.

A plan shall be made readily available to the public.

Each city, village, and township applying for a payment under this subdivision shall submit a copy of the cooperation, collaboration, and consolidation plan to the department of treasury by January 1, 2012.

Cooperation, Collaboration & Consolidation Plan

Plan(s) to Increase Level of Cooperation, Collaboration and Consolidation

The City has a history of constantly looking for opportunities to collaborate, whether with Federal, State or Local Governments, or with the private sector. Recently, severe revenue and cost pressures have accelerated this trend.

The City has several new proposals for increasing the level of cooperation, collaboration and consolidation.

1. The City negotiated a complex agreement with adjacent Filer Charter Township to extend sanitary sewer service into the township to service the business district. The agreement was the end result of many years of discussion. It was approved on August 16th, 2011. This agreement will take approximately 18 to 24 months to complete, assuming contingencies are met along the way. When complete, the City of Manistee wastewater treatment plant will treat Filer Charter Township effluent and operate the new collection system, a new final clarifier will be built at the wastewater treatment plant and both communities will share in the benefit of the new business growth that occurs.
 - This agreement leverages the City of Manistee's extensive investment in its wastewater treatment plant and prevents Filer Charter Township from having to construct its own plant.
 - Estimated cost savings are \$10,000,000 in capital costs avoided to not build another plant, and \$400,000 annually to operate such a facility.
 - The agreement also eliminates the need for another NPDES permit to discharge into either Manistee Lake or other surface water bodies.
2. The City is working with Westshore Community College and local law enforcement officials to develop a program to provide officer training to Manistee and surrounding counties.
 - This training consortium would deliver these programs at a lower cost in a more convenient location.
 - Annual cost savings for all parties = \$20,000

Cooperation, Collaboration & Consolidation Plan

3. The City approved an automatic mutual aid agreement with Filer Charter Township on December 6, 2011. This agreement dispatches men and equipment to the scene of a fire in one jurisdiction from the other automatically.
 - This agreement allows both communities to have a more effective fire response without having to hire additional fire personnel or purchase redundant equipment.
 - The agreement also works to improve our ISO insurance rating.
 - Estimated annual cost savings = \$50,000+

Previous Service Cooperation, Collaboration and Consolidation Efforts

The statute requires that the City include a listing of any previous services consolidated with the cost savings realized from each consolidation. It should be noted that not all cooperation efforts result in a savings to the City; but rather the majority of the benefits may accrue to the partner(s) in the effort. All cost savings figures are estimates only.

The list of cooperative efforts is broken down by functional areas including: Police, Fire & EMS, Public Works\Utilities, Parks & Recreation and Administration.

Police

The City of Manistee operates a full-time police department. It has 12 sworn officers including the public safety director, and a half-time clerical staff. The department has been reduced from 17 to 12 FTE since 2004. In spite of this significant reduction, the department continues to provide a high level of service, in part because of the collaborative efforts listed below:



1. The Manistee Police and Fire\EMS departments share a single Public Safety Director instead of having two separate chiefs.
 - Estimated annual savings = \$100,000
2. Manistee County operates a centralized, county-wide central dispatch. The City participates in this effort.
 - Estimated annual savings = \$200,000+
3. Manistee County operates a centralized jail. The City utilizes the jail instead of operating its own.
 - Estimated annual savings = \$1,000,000+
4. There is a county-wide, centralized records management system that is housed at the Little River Band of Ottawa Indians (LRBOI). This was the result of a grant project spearheaded by the LRBOI. The City participates in this effort.
 - Estimated annual savings = \$15,000

Cooperation, Collaboration & Consolidation Plan

5. The City participates in the SSCENT narcotics team (State, Sheriff's, Chiefs Enforcement Narcotics Team). It provides on full time officer to the program.
 - Estimated annual savings=\$58,000
6. The City has mutual aid agreements with the county sheriff. This provides additional coverage in the City if needed.
 - Estimated annual savings = \$5,000
7. The City has a working partnership with the tribe to share on duty resources and double up to save overtime costs.
 - Estimated annual savings = \$10,000
8. The City and LRBOI have an agreement whereby the City hires tribal officers on a part time basis to allow them to maintain the MCOLES certification. This allows the City to have more officers on the street and is funded by the LRBOI.
 - Estimated annual savings = \$15,000
9. The City shares it's in house police instructors with other agencies at no cost for training.
 - Estimated annual savings = \$5,000
10. The City is training its police officers to be Firefighter 1 and 2 and Hazardous Materials certified in order to assist the Fire Department at the scene of a fire. This additional manpower allows the fire department to function at a higher level without having to hire additional full-time staff.
 - Estimated annual savings = \$80,000+

Fire\EMS

The City operates the only full-time, professional Fire & EMS department in the County. It has a total staff of 7.5. The department has been reduced from 9.5 to 7.5 since 2006. In spite of this significant reduction, the department continues to provide a high level of service, in part because of the collaborative efforts listed below:



1. The Manistee Police and Fire\EMS departments share a single Public Safety Director instead of having two separate chiefs.
 - Estimated annual savings = \$100,000
2. The City has mutual aid agreements with neighboring communities to provide the City's aerial lift ladder truck. The City's aerial lift is the only one in the County and prevents other departments from having to procure duplicative equipment.
 - Estimated annual savings = \$50,000
3. The City participates cooperatively with the Onkama Township Fire Department to have access to a "Jaws of Life" truck that allows emergency access to vehicles involved in an accident.
 - Estimated annual savings = \$30,000
4. The City provides Basic Life Support Transport which helps support the county- wide EMS operation, including taking some of the pressure off of West Shore Medical Center's transport operations.
 - Estimated annual savings = \$20,000
5. The City has a partnership with West Shore Medical Center to provide the City with an ambulance in the event that ours is down for a repair.

Cooperation, Collaboration & Consolidation Plan

- Estimated annual savings = \$5,000
6. A CARE TRACK system funded by a local revenue sharing grant has been provided county- wide through the City. Tracking devices are provided to at risk patients and can then be used to track them if they go missing.
 - Estimated annual savings = \$1,000
 7. The Fire\EMS department handles after hour water emergency calls for the City of Manistee Water & Sewer Utility.
 - Estimated annual savings = \$10,000
 8. The City contracts with the Manistee County prosecutor to prosecute City crimes.
 - Annual estimated savings = \$50,000

Public Works\Utilities

The City operates a full-time Department of Public Works with several divisions including Public Works, Streets, Utilities, Parks and Motor Pool. It has a total staff of 23. The department has been reduced from 28 to 23 since 2001. In spite of this significant reduction, the department continues to provide a high level of service, in part because of the collaborative efforts listed below:



1. The City of Manistee collaborates with the Manistee County Road Commission (MCRC) on a variety of projects. The MCRC performs services for the City such as crack sealing, beach leveling and road reconstruction. The DPW performs services for the MCRC such as street sweeping.
 - Estimated annual savings = Varies, but at least \$25,000 per year
2. The City of Manistee provides street sweeping services to the Village of Onekama, Village of Bear Lake and Village of East Lake.
 - Estimated annual savings = \$2,000
3. The City of Manistee provides the use of its beach cleaner to the Village of Onekama, Filer Township (Magoon Creek) and the Little River Band of Ottawa Indians.
 - Estimated annual savings = \$2,000
4. The City DPW supports police\fire activities with barricades and hydrant flushing.
 - Estimated cost savings = \$10,000
5. The City DPW operates a motor pool which maintains all City vehicles.
 - Estimated cost savings = \$30,000

Cooperation, Collaboration & Consolidation Plan

6. The City works cooperatively with local citizens and schools to assist in the planting of “Blossom Boulevard” along US-31 through downtown Manistee.
 - Estimated cost savings = \$15,000
7. The City works cooperatively with the Main Street\DDA, Manistee Area Chamber of Commerce and other organizations to provide support for various festivals and events throughout the year, including the Manistee National Forest Festival and the Port City Festival.

Parks & Recreation

The City operates a full-time Parks Department. It has a total staff of 2, plus seasonal help. The department has been reduced from 3.5 to 2 since 2003. In spite of this significant reduction, the department continues to provide a high level of service, in part because of the collaborative efforts listed below:



1. The City of Manistee participates in the operation of the Paine Community Pool owned by the Manistee Area Public Schools. The City contributes \$40,000 per year towards the operations and maintenance of this facility.
 - Annual cost savings = \$170,000
2. The City does not operate summer recreational programs. Instead, it partners with organizations to provide these services. Baseball programming and field maintenance is provided thru a variety of partnerships, including Manistee County Little League, Manistee Recreation Association, Manistee Saints and Manistee Catholic Central schools.
 - Annual cost savings = \$10,000
3. The City helps fund the Manistee Recreation Association which provides a variety of county-wide youth sports programming, including soccer, swimming, baseball & tennis. It does not provide recreation programs thru its own staff.
 - Annual cost savings = \$75,000
4. The City and Manistee Area Public schools jointly pay for the maintenance of the tennis courts at the City-owned Sands Park adjacent to the Manistee Middle School.
 - Annual cost savings = \$3,000

Administration

City administration includes the offices of City Manager, Clerk, Finance, Assessing and Community Development. It has a combined total staff of 10.5. Total staffing has been reduced from 12.5 to 10.5 since 2009. In spite of this significant reduction, the departments continue to provide high levels of service, in part because of the collaborative efforts listed below:



1. The City contracts with Manistee County to maintain tax maps, assessment roll maintenance, and print tax rolls, tax bills and notice of assessment changes.
 - a. Annual cost savings = \$10,000
2. The Finance Department provides front line IT support City-wide with a contractual consultant providing needed technical, project and backup support.
 - a. Annual cost savings = \$12,000
3. The Finance\Treasurer and Clerk departments share staffing and are largely cross-trained. This results in fewer personnel needed.
 - a. Annual cost savings = \$70,000
4. The City collaborates with MSU extension, LRBOI, Manistee County Planning Department and local Zoning Administrators to bring Land Use Training to the region for appointed and elected officials. This results in lower-cost training and better trained officials.
 - a. Estimated annual savings = \$5,000

Cooperation, Collaboration & Consolidation Plan

5. The City worked with Manistee County and Wexford County to share GIS services.
 - a. Estimated annual savings = \$5,000
6. The City participates in a Cooperative Weed Management Authority; a three county steering committee to address control and eradication of invasive species.
 - a. Estimated annual savings = \$2,000
7. The City participates in a Household Hazardous Waste Committee; a three county steering committee to provide opportunity to safely and properly dispose of potential environmental contaminants.
 - a. Estimated annual savings = \$2,000
8. The City provides building inspection services for the County MSHDA Program.
 - a. Estimated annual savings = \$3,000
9. The Community Development office provides internal assistance to other City departments in areas such as: Community Recreation Plan, GIS, Building Management, Web Page updates and various inspections.
 - a. Estimated annual savings = \$5,000+

Economic Development

After a decade or more of economic malaise and decline in Michigan, signs are emerging of an economic recovery. Local economic development efforts cannot be done in a vacuum, but rather have to be collaborative and inclusive by their very nature. The City of Manistee is at the forefront of implementing best economic development practices.



1. The City and County jointly fund the Alliance for Economic Success which serves as the economic development office for the area. The AES provides a wide variety of services to the community and is recognized across the state as a model organization.
 - a. Estimated annual savings = \$85,000
2. The City turned over ownership of its airport to Manistee County thru a negotiated agreement. This important driver of economic development is better suited as a regional, rather than City, asset.
 - a. Annual cost savings = \$200,000+
3. Developers have the ability to choose between the Manistee County and City Brownfield Redevelopment Authorities when they are considering a redevelopment project, providing them with needed flexibility.